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## Talent acquisition strategies: A study of selected hospitality sector in Gujarat

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### Abstract

The success of hospitality industry is depending upon the qualitative services given by the talented employees of the organization and managing the talented employees to meet the needs of mandatory standards and norms. Giving the quality service is the major challenge facing by the hospitality industries. Employees are the real assets of the organization in this area. In this industry the employees are the key elements of represents the hotel to their customers. In this competitive environment there is lack of talented employees so that the organization has to retain their employees and trained them by time to time. In this study focus on the management of performance of the employees and retain them for the effectiveness of practices used by the hotels.

**Keywords:** Quantitative, mandatory standards, talent, performance, training, and effectiveness.

### Introduction

Hospitality is a massive sector where different types of human resources are required to serve different positions. In this competitive business environment, an organization must need to consider more on invest in human talent or human capital. However, this competitive economy and lack of trained employees prompt financial and social difficulties as talent cross borders. Accordingly talent acquisition practices in three different dimensions (a) day to day workforce practices, (b) a common flow of HR all over the organization and (c) founding, developing and rewarding the talent. Manpower Group India in its sixth report on 'Talent Shortage' revealed that 67% of employers in India are facing difficulty in filling mission critical positions within their organizations.

### Meaning of talent acquisition

Talent Acquisition is the process of finding, acquiring, assessing and hiring candidates to fill roles that are required to meet company goals and fulfill project requirements. Talent acquisition also ensures that newly hired employees are effectively and efficiently acclimated to the organization, enabling the organization to rapidly and fully benefit from their capabilities.

### Problems in attracting, developing and retaining talent

To attract and retain the adequate talent is major challenge for hospitality managers created by employment in hospitality industry not being take as career, the less career advancement and unskilled nature of positions. The managers have keen awareness about selling their employer brand to the future talent and every organization need to understand the distinctive selling features but it was not validated from the perspective of employees. The prevailing trend is that development responsibility has been delegated to employees for self-development, because resources and priorities constraints provide barriers to more sophisticated approaches to talent development.

### Review of literature

Employees are excellent source of value addition to organization by means of providing competitive advantage in today's knowledge based economy. It is important to provide talent development opportunities based on the competency and business requirements.

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Talent as a resource is getting into perennial or perpetual short supply, as companies are realizing its importance to drive their business.

Varuni & Suresh (2014) <sup>[1]</sup> in their study stated that talent acquisition is the first step towards organizations' talent management process that ensures the supply of adequate talent in terms of quality and quantity. The time twists have made TA as a strategic alignment to bring congruence between people and purpose. Recruitment and Selection once carried out in isolation, now integrated with organization purpose and functions to yield better match between people, job and organization. Recruitment is critical for not only sustaining competitive advantage but also for basic organizational survival.

Uma Devi (2014) <sup>[2]</sup> in her study stated that talent management practices play a vital role in the economic development of the economy through the development of organizations. Though it is an important concept, very few studies have undertaken in this area. The objective was to analyze the significance of talent management as a crucial function of HR professionals in organizations for their sound performance and highlights the challenges, benefits, dimensions and perspectives of talent management.

Srinivasan MS (2011) <sup>[4]</sup>, in his study has viewed that in the emerging and future world of business, the key factor of success will be not capital or technology but talent. There is at present a growing volume of literature on talent management. Discussions in literature are focused on retaining existing talent or in other words manifest talent. Not much of creative attention is bestowed on the other aspect of talent management: how to manifest the hidden talent in the average employee or in other words, harness the unmanifest talent. This article examines both these dimensions of talent management in the light of an integral and evolutionary vision of human development.

Silver (2009) <sup>[3]</sup> considered TM as a process of development, consolidation, and integration between the focus on the capabilities and talents of employees to achieve competitiveness, the development of new employees, the maintenance of existing employees, and the attraction of talented employees with high experience to work in companies.

### Objectives of the study

The objectives of the study are given below:

1. To study the applicability of talent acquisition practices of hospitality industry.
2. To assess the relative importance of various components of talent acquisition for the employees.
3. To evaluate critically the effectiveness of how talent acquisition practices used by different selected hotels to manage talent.

### Research design

A quantitative approach for research was followed. A cross-sectional survey design was used to collect data and attain the research goals.

### Sample

The framework of the population and sample of this study comprised of 10 hotels operating in Gujarat.

### Method of data collection

The questionnaire consisted of three parts. Part one included 10 questions related to the demographic or personal data of

the respondents (name, age group, gender, designation, department, qualification, duration of the service in the organization, organizational level, marital status and total years of experience). Part two aimed to explore the employees' talent acquisition strategies used by the investigated hotels of Gujarat, in which 17 questions were included. Part three was based on employees' retention strategies wherein total 22 questions were included.

The respondents were asked to report their views on a 5-point Likert scale (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1).

## Findings and Discussion

### A) Demographic profile of the respondents

The descriptive analysis of demographic profile of the respondents of selected hotels is provided in Table – 1. It is observed that most of 67.50% respondents were male while only 32.50 were female. Further with regard to the age group, maximum of 45.00% respondents were between the age group 36-45 years old and minimum of 4.00% respondents were of age more than 55 years. With reference to the duration of the service in the organization, maximum of 49.00% respondents had 6-10 years of experience and lowest of 5.00% respondents had experience of more than 20 years in the selected hotels. Moreover regarding educational qualification, the table pointed out majority of 51.00% respondents was holding graduation whereas minimum of 7.50% respondents were diploma holders. The data with respect to marital status revealed that most of 59.00% respondents were married while 41.00% respondents were unmarried.

**Table 1:** Demographic Profile of the Respondents (N = 200)

Particulars		Number of Respondents	Percent (%)
Gender	Male	135	67.50
	Female	65	32.50
Age Group (in Years)	18-25	25	12.50
	26-35	43	21.50
	36-45	90	45.00
	46-55	34	17.00
	Above 55	8	4.00
Duration of the Service (In Years)	Less than 5	15	7.50
	6-10	98	49.00
	11-15	55	27.50
	16-20	22	11.00
Educational Qualification	Above 20	10	5.00
	Higher Secondary	18	9.00
	Graduate	102	51.00
	Post-Graduate	65	32.50
Marital Status	Diploma	15	7.50
	Married	118	59.00
	Unmarried	82	41.00

### B) Employees' talent acquisition strategies

Table – 2 illustrates the descriptive analysis of employees' talent acquisition strategies of respondents of selected hotels operating in Gujarat. From the table, it is depicted that more than half of the respondents (57.5%) were of the opinion that the selected hotels favors outside source more adequate than interior source in recruiting manpower. Maximum of 28.0% respondents strongly agreed that reference check as a basic piece of recruitment. The results revealed that majority of 29.0% respondents were of the view that individuals are in charge of boss marking (HR), if mindful of manager

marking as an idea, 36.0% respondents confirmed that the organization's correspondence diverting sufficient in advancing and reinforcing the brand in the commercial centre whereas 37.5% respondents strongly agree that the selected hotels reliably choose high gauge workers. Further maximum of 41.0% respondents indicated that exchange, downgrade, suspension and expulsion depend on

performance examinations. The results showed that majority of 42.5% respondents agreed that compensation factor pulls in a large portion of the potential workers than vocation development and improvement, 45.0% agreed that compensations are being set as indicated by the market situation.

**Table 2: Talent Acquisition Strategies of the Respondents (N = 200)**

Particulars	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
During the season of recruitment, do you favour outside source more adequate than interior source, the one most ideal for your organization?	115	57.5	28	14.0	7	3.5	32	16.0	18	9.0
Do you consider the reference check as a basic piece of recruitment?	56	28.0	45	22.5	30	15.0	42	21.0	27	13.5
Are individuals, in charge of boss marking (HR), if mindful of manager marking as an idea?	58	29.0	47	23.5	35	15.2	36	18.0	24	12.0
Is your organization's correspondence diverting sufficient in advancing and reinforcing the brand in the commercial centre?	72	36.0	65	32.5	13	6.5	30	15.0	20	10.0
Do you reliably choose high gauge workers?	75	37.5	69	34.5	12	6.0	28	14.0	16	8.0
Do you trust that exchange, downgrade, suspension and expulsion depend on performance examinations?	82	41.0	73	36.5	11	5.5	24	12.0	10	5.0
Does compensation factor pulls in a large portion of the potential workers than vocation development and improvement?	56	28.0	85	42.5	14	7.0	38	19.0	7	3.5
Do you guarantee that compensations being set are as indicated by the market situation?	50	25.0	90	45.0	25	12.5	25	12.5	10	5.0
Is your organization lacking, decency in supervision and irregularity in business openings, affecting worker maintenance?	68	34.0	79	39.5	13	6.5	28	14.0	12	6.0
Do you trust that money motivating forces have a greater amount of the commitment in worker maintenance action?	55	27.5	78	39.0	17	8.5	32	16.0	18	9.0
Do you select representatives for different organization grants, (for example, on- the-spot and circle of magnificence grants)?	38	19.0	92	46.0	25	12.5	30	15.0	15	7.5
Do you guarantee that opportunities don't stay open for extensive stretch of time?	53	26.5	57	28.5	40	20.0	40	20.0	10	5.0
Do you have a decent generally speaking learning of HR enrolment procedure and approaches?	63	31.5	82	41.0	25	12.5	18	9.0	12	6.0
Do you regularly meet colleagues for formal profession arranging session?	70	35.0	84	42.0	26	13.0	12	6.0	8	4.0
Do you organize issues which concern the improvement of workers?	68	34.0	73	36.5	29	14.5	20	10.0	10	5.0
Do you imagine that the one having the specialist to choose, far reaching work particular and set of working responsibilities, accessibility of adequate number of candidates are the basics to make the choice system fruitful?	72	36.0	76	38.0	18	9.0	30	15.0	04	2.0
Is an individual's character increasingly significant whenever contrasted with their activity abilities, with regards to being a decent representative in your organization?	74	37.0	77	38.5	14	7.0	25	12.5	10	5.0

Moreover, majority of 39.5% respondents agreed that organization lacking, decency in supervision and irregularity in business openings, affecting worker maintenance, 39.0% respondents agreed to that they trust that money motivating forces have a greater amount of the commitment in worker maintenance action while majority of 46.0% employee respondents answered that they select representatives for different organization grants, (for example, on-the-spot and circle of magnificence grants). Thereafter maximum of 28.5% respondents guaranteed that opportunities don't stay open for extensive stretch of time, 41.0% of total respondents agreed that they have a decent generally speaking learning of HR enrolment procedure and approaches, 42.0% respondents agreed on regularly meet colleagues for formal profession arranging session. Further, the table results showed that majority of 36.5% respondents pointed that they organize issues which concern the improvement of workers, 38.0% respondents answered that they imagine that the one having the specialist to choose, far reaching work particular and set of working responsibilities, accessibility of adequate number of candidates are the basics to make the choice system fruitful and maximum of 38.5% respondents agreed that individual's character increasingly significant whenever contrasted with their activity abilities, with regards to being a decent representative in your organization in the selected hotels.

**C) Employees' Retention Strategies**

Table -3 showed the data results of retention strategies of employees' of selected hotels of Gujarat. Looking to the retention of work place strategies, majority of 62.5% respondents strongly pointed that they have secured working environment in the organization and 45.0% employees answered that their suggestions and complaints are always attended properly. Moreover majority of 32.5% employees responded that the authority where they work is impartial to everyone, 38.0% employees agreed that there is Enough scope for employees personal development, 46.0% employees strongly agreed that their organization has proper leave facilities and 44.0% employees responded that training sessions are conducted time to time in their organizations. Further analyzing employee health and safety measures, maximum of 57.5% employees strongly agreed that mineral / RO water facilities are available in their organization, 48.0% agreed that there is proper availability of clean rest room and canteen, 34.0% percent agreed and pointed that good quality food is provided at substantial rate, 47.5% respondents responded that health and safety training are provided by the organization time to time and 46.0% agreed to the availability of First aid and Firefighting equipment with up to date condition.

**Table 3:** Retention Strategies of the Respondents (N = 200)

Particulars	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
<b>Retention of Work Place Strategies</b>										
Secured working environment	125	62.5	65	32.5	10	5.0	--	--	--	--
Suggestions and Complaint are always attended properly	90	45.0	62	31.0	25	12.5	18	9.0	5	2.5
Authority is impartial	55	27.5	65	32.5	38	19.0	26	13.0	16	8.0
Enough scope for employees personal development	62	31.0	76	38.0	32	16.0	22	11.0	8	4.0
Leave facilities	92	46.0	75	37.5	23	11.5	8	4.0	2	1.0
Training sessions are conducted time to time	65	32.5	88	44.0	18	9.0	20	10.0	11	5.5
<b>Employee Health and Safety Measures</b>										
Mineral/ R.O water facilities available in the organization	115	57.5	83	41.5	2	1.0	--	--	--	--
Availability of proper and clean rest room and canteen	78	39.0	96	48.0	13	6.5	12	6.0	5	2.5
Good quality food is provided at substantial rate	62	31.0	68	34.0	32	16.0	28	14.0	10	5.0
Health and safety training are provided by the organization time to time	60	30.0	95	47.5	26	13.0	19	9.5	--	--
First aid and Firefighting equipment with up to date condition available	73	36.5	92	46.0	16	8.0	12	6.0	7	3.5
<b>Employee Family Upliftment Measures</b>										
Quarters facilities are available for the existing staff members	35	17.5	62	31.0	53	26.5	38	19.0	12	6.0
Association with various hospitals for employee medical	38	19.0	65	32.5	60	30.0	19	9.5	10	5.0
Provides appropriate insurance facilities	57	28.5	73	36.5	45	22.5	18	9.0	7	3.5
Various retirement schemes like Pension, Provident Fund and Gratuity are provided	59	29.5	66	33.0	32	16.0	26	13.0	17	8.5
<b>Appreciation and Recognition</b>										
Good salary structure	53	26.5	83	41.5	39	19.5	22	11.0	03	1.5
Employees get overtime salary	40	20.0	90	45.0	32	16.0	28	14.0	10	5.0
Annual scheme of Bonus	66	33.0	79	39.5	25	12.5	21	10.5	9	4.5
Good performance based incentives	69	34.5	84	42.0	33	16.5	9	4.5	5	2.5
Adequate reimbursements are awarded for layoff, employees suffering from loss or injury at workplace	70	35.0	88	44.0	24	12.0	11	5.5	7	3.5

Considering to the employee family Upliftment measures majority of 31.0% employees agreed to the statement that Quarters facilities are available for the existing staff members, 32.5% agreed that the organization has association with various hospitals for employee medical, 36.5% percent agreed that their organization provides appropriate insurance facilities and 33.0% agreed to the Various retirement schemes like Pension, Provident Fund and Gratuity are provided.

Evaluating the appreciation and recognition, majority of 41.5% employees responded that they have good salary structure, 45.0% respondents agreed that employees get overtime salary, 39.5% employees answered that the organization has annual scheme of bonus, 42.0% employees were of the opinion that the incentives they get is based on good performance and finally 44.0% employees agreed to the statement that adequate reimbursements are awarded for layoff, employees suffering from loss or injury at workplace in the organization.

### Recommendations

On the basis of the study following recommendations can be made for talent acquisition strategies of the selected hotels of Gujarat.

1. Employees can be retained through the strategies and practices adopted about fair salary, growth opportunities for personal development, proper work environment, etc.
2. Recruitment of the employees should be done according to the future talent needs.

### Limitations of the study

The study is prone to many limitations which are listed below:

1. The study is confined to selected hotels operating in the cities of Gujarat only. Thus, variations in perceptions

and results may not be representative of the general satisfaction employees in the country as a whole.

2. Some respondents failed to give appropriate answers. Some questionnaires were returned incomplete and these were not considered for analysis.

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